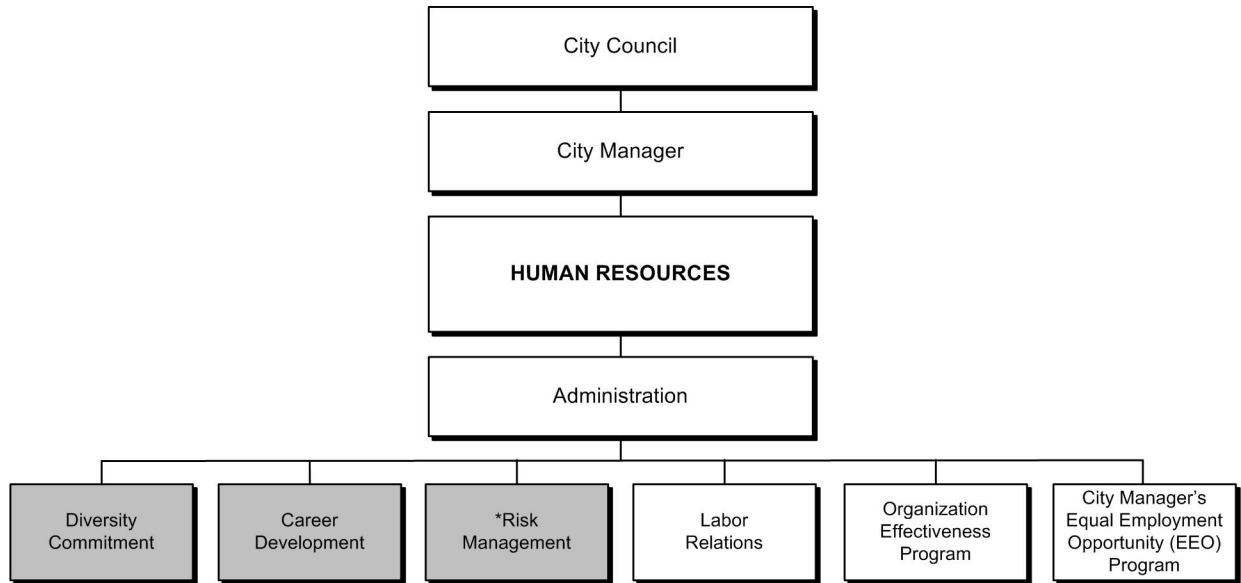




Human Resources



*See Risk Management section for budget details

Human Resources

Mission Statement

To maximize individual and organizational potential by delivering proactive and collaborative employee relations and development programs.

Department Description

The Human Resources Department (HRD) was created in January 2001 to consolidate and coordinate Citywide human resource functions, and create a central source of human resource expertise. The goal of this consolidation was to enhance consistency and efficiency, and avoid any redundancy and overlap in the delivery of human resource services and activities. HRD includes career development and succession planning; diversity commitment efforts; equal opportunity policy, training and enforcement efforts; labor relations; and organization effectiveness programs and services. The Risk Management Department is organizationally located as part of HRD, but is presented in this document as a separate budget department. Risk Management programs include the administration of employee benefits and employee assistance, employee safety, workers' compensation, and public liability loss control and claims processing.

Budget Dollars at Work

750 Employees participated in extensive supervisory training

250 Employees recognized by the City Manager for excellence in customer service and diversity commitment behaviors

160 Employees graduated from various career management/mentoring programs

155 Supervisors and manager trained in employee development techniques

150 Supervisors trained in EEO and fact finding procedures

267 Employees completed intensive 4-day diversity educational sessions

Service Efforts and Accomplishments

The Labor Relations staff concluded contract negotiations with the Police Officers Association (POA) resulting in a two year Memorandum of Understanding effective July 1, 2003. The staff will work to implement elements of the new POA labor agreement, as well as the second year of the three year agreements with Local 145, the Municipal Employees Association and Local 127. The staff will continue working with labor management committees to foster positive labor-management working relationships.

The HRD assists the City Manager with recruitment processes for management positions in the unclassified service. A combination of internal recruitment processes and nationwide searches were conducted last year resulting in the hiring and promotion of a diverse group of high caliber managers to lead the organization.

The City Manager's Equal Employment Opportunity (EEO) Program, in conjunction with the Personnel Department, Labor Relations and City Attorney's Office, coordinate EEO training and complaint tracking and resolution issues. An updated EEO Policy was issued restating the City's commitment to the principles of equal employment, and to a discrimination and harassment-free work environment. Consistent reporting procedures, Citywide tracking and reporting, and an aggressive supervisory training effort ensure an affirmative defense.

The Career Development Program successfully completed its fifth year with 85 graduates along with the Modified Career Management Program successfully completing its third year with 15 graduates. Both programs provide individual career assessment, career planning and mentoring opportunities at all levels. The additional One-to-One Mentoring programs implemented in various departments, with one program specifically focusing on field employees, successfully graduated 43 participants. This year the City's Municipal Fellowship Program has successfully provided three fellows the opportunity to rotate through several City departments and one fellow has been hired into a full-time position in the City.

The Diversity Commitment continues to raise awareness of multi-cultural issues and concerns,

Human Resources

Service Efforts and Accomplishments (continued)

develops cross-cultural skills, facilitates problem-solving, and recommends policies that ensure the City is a workplace of dignity, fairness and respect for all City employees. This year the Diversity Commitment helped departments incorporate and implement diversity elements in their annual strategic plans, and continued to deliver monthly four-day educational sessions and the cultural awareness series. The City formally recognized over 100 employees who excelled at demonstrating the City's Norms and Values in their work.

The Organization Effectiveness Program (OEP) provides consulting and facilitation services for the City Manager's Office and City departments that enhance customer service, productivity, team effectiveness, and leadership skills. OEP advanced one of the Mayor's Goals and assisted the Ethics Commission in developing and administering ethics training to the unclassified managers and staff throughout the City. The City recognized the top one percent of employees with the Outstanding Customer Service event.

Future Outlook

The HRD will continue its mission to bring a high level of consistency and collaboration to policies and procedures affecting employees throughout the City. The Department will work with departments to plan for the City's future workforce needs, resulting from anticipated retirements, projected labor shortages, and changing needs and priorities of the City Council and citizens.

HRD will design and deliver a succession plan targeting mid-level managers throughout the City organization. This plan will ensure that we have prepared future managers for a smooth and seamless transition with the departure of senior level managers through retirement.

HRD will continue to look for ways to increase the joint labor-management problem solving efforts

around the City, through use of labor management advisory committees, mediation of disputes, early intervention techniques and training.

HRD will provide consulting and workshops on maintaining productivity and morale, and effectively managing change. HRD will provide consulting and workshops to build awareness and skills about respectful cross-cultural communication and conflict resolution in changing organizational times.

Human Resources

Division/Major Program Descriptions

Administration	Provides policy direction and overall administration of the Human Resources Department. Provides guidance and accountability regarding equal employment opportunity policies. Coordinates and conducts management recruitment processes.
Career Development	Provides programs and services that enable employees to effectively manage and develop their careers. These efforts result in retention, increased job performance, job satisfaction, and organizational excellence. Programs offered include the year-long Career Development Program; the Modified Career Management Program; the Field Model for Career Development and Mentoring Program; and One-to-One Mentoring Programs. This section also administers the City's Municipal Fellowship Program.
City Manager's Equal Employment Opportunity (EEO) Program	Coordinates Citywide EEO training, complaint tracking and resolution issues, in conjunction with the Personnel Department, Labor Relations and the City Attorney's Office. Activities include educating the workforce on the City's EEO Policy and Procedures, delivering EEO-related training to supervisors and employees, and assisting the City Manager in reviewing and updating the City's EEO Policy and Procedures.
Diversity Commitment	Provides strategic direction, consultation, and facilitation for the City's Diversity Commitment. Manages programs such as the Cultural Awareness Forums, Diversity Distinction Awards, Summerfest, and a menu of diversity education sessions that include: Introduction to Diversity: A look at Prejudice; Social Oppression as a System; Differences in Male and Female Communication Styles; Adding Behaviors to the City's Norms and Values; and others.
Labor Relations	Labor Relations provides advice, counsel, and policy direction to managers on labor and employment issues such as rewards and recognition programs; disciplinary action; grievance resolution; and performance management. The Division fosters positive relationships with labor organizations and negotiates labor contracts, as well as represents the City Manager in ensuring a workplace free from discrimination and harassment.
Organization Effectiveness Program	Organization Effectiveness Program provides consulting and facilitation services to departments that enhance customer service, productivity, innovation, employee job satisfaction, and cost effectiveness. Activities include: change management, customer and employee surveys, strategic planning, management coaching, team building, roles and responsibility clarification, and conflict resolution. OEP assists the City Manager in implementing Citywide initiatives to increase organization effectiveness.

Human Resources

Human Resources				
	FY 2002 ACTUAL	FY 2003 BUDGET	FY 2004 PROPOSED	FY 2003-2004 CHANGE
Positions	20.57	20.32	19.17	(1.15)
Personnel Expense	\$ 1,727,591	\$ 1,767,357	\$ 1,715,831	\$ (51,526)
Non-Personnel Expense	\$ 836,583	\$ 665,818	\$ 582,919	\$ (82,899)
TOTAL	\$ 2,564,174	\$ 2,433,175	\$ 2,298,750	\$ (134,425)

Department Staffing

	FY 2002 ACTUAL	FY 2003 BUDGET	FY 2004 PROPOSED
GENERAL FUND			
Human Resources			
Administration	2.02	2.02	2.02
Labor and Employment Relations	4.00	4.00	4.00
Total	6.02	6.02	6.02
Organizational Effective. Prog			
Change Management	2.10	2.05	2.05
Management & Support	1.45	1.35	1.20
Service Requests	1.00	0.90	0.90
Total	4.55	4.30	4.15
SPECIAL TRAINING FUND			
Special Training			
Career Management	2.00	2.00	2.00
Equal Employment Opportunity	1.00	1.00	1.00
Training	2.00	2.00	2.00
Total	5.00	5.00	5.00
DIVERSITY FUND			
Diversity Program			
Administration	1.25	1.25	1.00
Diversity Education	2.25	2.25	2.00
Facilitation / Consultation	0.75	0.75	0.50
Implement Policies/Procedures	0.75	0.75	0.50
Total	5.00	5.00	4.00

Human Resources

Department Expenditures

	FY 2002 ACTUAL	FY 2003 BUDGET	FY 2004 PROPOSED
GENERAL FUND			
Human Resources			
Administration	\$ 267,581	\$ 269,983	\$ 261,254
Labor and Employment Relations	\$ 455,589	\$ 489,809	\$ 455,756
Total	\$ 723,169	\$ 759,792	\$ 717,010
Organizational Effective. Prog			
Change Management	\$ 187,445	\$ 212,434	\$ 218,342
Management & Support	\$ 255,775	\$ 139,716	\$ 133,560
Service Requests	\$ 130,559	\$ 91,478	\$ 92,892
Total	\$ 573,779	\$ 443,628	\$ 444,794
SPECIAL TRAINING FUND			
Special Training			
Career Management	\$ 262,328	\$ 223,845	\$ 229,056
Equal Employment Opportunity	\$ 106,867	\$ 127,278	\$ 129,399
Training	\$ 258,050	\$ 228,173	\$ 232,395
Total	\$ 627,245	\$ 579,296	\$ 590,850
DIVERSITY FUND			
Diversity Program			
Administration	\$ 143,884	\$ 166,775	\$ 107,828
Diversity Education	\$ 366,782	\$ 285,111	\$ 308,922
Facilitation / Consultation	\$ 97,197	\$ 107,914	\$ 69,831
Implement Policies/Procedures	\$ 32,119	\$ 90,659	\$ 59,515
Total	\$ 639,981	\$ 650,459	\$ 546,096

Human Resources

Significant Budget Adjustments

DIVERSITY FUND

Diversity Program	Positions	Cost
Salary and Benefit Adjustments Adjustments to reflect the annualization of the Fiscal Year 2003 negotiated salary compensation schedule, Fiscal Year 2004 negotiated salaries and benefits, changes to average salaries, retirement contributions and other benefit compensation.	0.00	\$ 17,495
Non-Discretionary Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.	0.00	\$ (6,438)
Reduction in Management Position Reduction of 1.00 Program Manager as part of budgetary savings plan.	(1.00)	\$ (115,420)

GENERAL FUND

Human Resources	Positions	Cost
Salary and Benefit Adjustments Adjustments to reflect the annualization of the Fiscal Year 2003 negotiated salary compensation schedule, Fiscal Year 2004 negotiated salaries and benefits, changes to average salaries, retirement contributions and other benefit compensation.	0.00	\$ 29,810
Support for Information Technology Funding has been reallocated according to a Citywide review of information technology budget requirements and priority analyses.	0.00	\$ 4,140
Non-Discretionary Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.	0.00	\$ (754)
Reduction in Supplies and Services Reduction in supplies and services resulting in reduced ability to provide services at an optimal level.	0.00	\$ (75,978)

Organizational Effective. Prog	Positions	Cost
Salary and Benefit Adjustments Adjustments to reflect the annualization of the Fiscal Year 2003 negotiated salary compensation schedule, Fiscal Year 2004 negotiated salaries and benefits, changes to average salaries, retirement contributions and other benefit compensation.	0.00	\$ 18,459

Human Resources

Significant Budget Adjustments (continued)

GENERAL FUND

Organizational Effective. Prog	Positions	Cost
Non-Discretionary Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.	0.00	\$ (732)
Reduction in Supplies and Services Reduction in print shop services resulting in decreased ability to produce announcements, brochures, and training materials.	0.00	\$ (847)
Support for Information Technology Funding has been reallocated according to a Citywide review of information technology budget requirements and priority analyses.	0.00	\$ (4,587)
Reduction in Program Staffing Reduction of .15 Associate Management Analyst resulting in decreased services to divisions and teams requesting organizational effectiveness assistance.	(0.15)	\$ (11,127)

SPECIAL TRAINING FUND

Special Training	Positions	Cost
Salary and Benefit Adjustments Adjustments to reflect the annualization of the Fiscal Year 2003 negotiated salary compensation schedule, Fiscal Year 2004 negotiated salaries and benefits, changes to average salaries, retirement contributions and other benefit compensation.	0.00	\$ 17,592
Non-Discretionary Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.	0.00	\$ (2,974)
Support for Information Technology Funding has been reallocated according to a Citywide review of information technology budget requirements and priority analyses.	0.00	\$ (3,064)

Human Resources

Expenditures by Category

		FY2002 ACTUAL		FY2003 BUDGET		FY2004 PROPOSED
PERSONNEL						
Salaries & Wages	\$	1,334,478	\$	1,349,147	\$	1,266,232
Fringe Benefits	\$	393,113	\$	418,210	\$	449,599
SUBTOTAL PERSONNEL	\$	1,727,591	\$	1,767,357	\$	1,715,831
NON-PERSONNEL						
Supplies & Services	\$	783,810	\$	536,420	\$	472,418
Information Technology	\$	13,929	\$	88,027	\$	71,747
Energy/Utilities	\$	32,285	\$	33,965	\$	33,090
Equipment Outlay	\$	6,559	\$	7,406	\$	5,664
SUBTOTAL NON-PERSONNEL	\$	836,583	\$	665,818	\$	582,919
TOTAL	\$	2,564,174	\$	2,433,175	\$	2,298,750

Human Resources

Salary Schedule

GENERAL FUND

Human Resources

<i>Class</i>	<i>Position Title</i>	<i>FY 2003 Positions</i>	<i>FY 2004 Positions</i>	<i>Salary</i>		<i>Total</i>
1876	Executive Secretary	2.01	2.01	\$ 46,240	\$	92,942
2111	Asst City Manager	0.01	0.01	\$ 172,100	\$	1,721
2132	Department Director	1.00	1.00	\$ 131,631	\$	131,631
2269	Labor Relations Manager	1.00	1.00	\$ 110,532	\$	110,532
2270	Program Manager	2.00	2.00	\$ 76,656	\$	153,312
	Ex Perf Pay-Unclassified	0.00	0.00	-	\$	4,609
Total		6.02	6.02	\$		494,747

Organizational Effective. Prog

<i>Class</i>	<i>Position Title</i>	<i>FY 2003 Positions</i>	<i>FY 2004 Positions</i>	<i>Salary</i>		<i>Total</i>
1107	Administrative Aide II	0.15	0.15	\$ 44,193	\$	6,629
1218	Assoc Management Analyst	0.15	0.00	\$ -	\$	-
1612	Org Effectiveness Specialist III	1.00	1.00	\$ 62,430	\$	62,430
1615	Org Effectiveness Supv	1.00	1.00	\$ 67,959	\$	67,959
1746	Word Processing Operator	1.00	1.00	\$ 33,017	\$	33,017
2248	Org Effectiveness Program Mgr	1.00	1.00	\$ 107,744	\$	107,744
Total		4.30	4.15	\$		277,779

General Fund Total

10.32 10.17 \$ 772,526

SPECIAL TRAINING FUND

Special Training

<i>Class</i>	<i>Position Title</i>	<i>FY 2003 Positions</i>	<i>FY 2004 Positions</i>	<i>Salary</i>		<i>Total</i>
1105	Administrative Aide I	1.00	1.00	\$ 37,987	\$	37,987
1614	Org Effectiveness Specialist II	1.00	1.00	\$ 56,091	\$	56,091
1746	Word Processing Operator	1.00	1.00	\$ 33,014	\$	33,014
2270	Program Manager	2.00	2.00	\$ 80,467	\$	160,934
Total		5.00	5.00	\$		288,026

DIVERSITY FUND

Diversity Program

<i>Class</i>	<i>Position Title</i>	<i>FY 2003 Positions</i>	<i>FY 2004 Positions</i>	<i>Salary</i>		<i>Total</i>
1105	Administrative Aide I	1.00	1.00	\$ 37,986	\$	37,986
1218	Assoc Management Analyst	1.00	1.00	\$ 55,514	\$	55,514
1614	Org Effectiveness Specialist II	2.00	2.00	\$ 56,090	\$	112,180

City of San Diego
Fiscal Year 2004 Proposed Budget

Human Resources

Salary Schedule (continued)

DIVERSITY FUND

Diversity Program

<i>Class</i>	<i>Position Title</i>	<i>FY 2003 Positions</i>	<i>FY 2004 Positions</i>	<i>Salary</i>	<i>Total</i>
2270	Program Manager	1.00	0.00	\$ -	\$ -
	Total	5.00	4.00	\$	205,680
HUMAN RESOURCES TOTAL		20.32	19.17	\$	1,266,232

Five-Year Expenditure Forecast

	FY 2004 PROPOSED	FY 2005 FORECAST	FY 2006 FORECAST	FY 2007 FORECAST	FY 2008 FORECAST
Positions	19.17	19.17	19.17	19.17	19.17
Personnel Expense	\$ 1,715,831	\$ 1,767,306	\$ 1,820,325	\$ 1,874,935	\$ 1,931,183
Non-Personnel Expense	\$ 582,919	\$ 600,407	\$ 618,419	\$ 636,972	\$ 656,081
TOTAL EXPENDITURES	\$ 2,298,750	\$ 2,367,713	\$ 2,438,744	\$ 2,511,907	\$ 2,587,264

Human Resources

Fiscal Year 2005

No major projected requirements.

Fiscal Year 2006

No major projected requirements.

Fiscal Year 2007

No major projected requirements.

Fiscal Year 2008

No major projected requirements.